Gardner, MA Community-High Public Payer Hospital Central Massachusetts

Heywood Hospital is a small, non-profit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 6.0% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits increased by 9.5% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. Heywood Hospital reported a profit in each year of the five-year period. In FY19 its total margin of 2.8% was lower than its peer cohort median of 3.3%.

### Overview / Size

Hospital System Affiliation:
Heywood Healthcare
Hospital System Surplus (Deficit) in FY19:

Change in Ownership (FY15-19):
Not Applicable
Total Staffed Beds:
99, among the smaller acute hospitals
% Occupancy:
62.8%, < cohort avg. (66%)
Special Public Funding:
CHRTF°

Trauma Center Designation:

Not Applicable

One Applicable (4.44)

Case Mix Index: 0.92, < cohort avg. (0.96); < statewide (1.16)

### **Financial**

Inpatient NPSR per CMAD:	\$7,481
Change FY18-FY19:	-12.6%
Inpatient:Outpatient Revenue in FY19:	18%:82%
Outpatient Revenue in FY19:	\$97,246,685
Change FY18-FY19:	23.6%
Total Revenue in FY19:	\$142,989,211
Total Surplus (Deficit) in FY19:	\$4,001,254

#### **Payer Mix**

Public Payer Mix: 66.1% (HPP\* Hospital)
CY18 Commercial Statewide Relative Price: 0.73
Top 3 Commercial Payers: Blue Cross Blue Shield
Tufts HMO

Fallon

#### Utilization

Inpatient Discharges in FY19:	4,694
Change FY18-FY19:	-5.4%
Emergency Department Visits in FY19:	27,040
Change FY18-FY19:	-4.4%
Outpatient Visits in FY19:	89,176
Change FY18-FY19:	12.1%

### Quality

Readmission Rate in FY18: 13.6%
Change FY14-FY18 (percentage points): -1.1
Early Elective Deliveries Rate: 1.8%

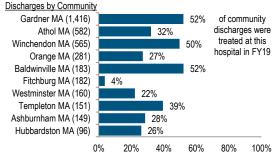
Where did most of the hospital's inpatients reside? What proportion of

each community's total discharges was attributed to this hospital?

What were the most common inpatient cases (DRGs) treated at the hospital in FY19? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG Normal Neonate Birth (339) 5% of regional discharges were treated at 6% Vaginal Delivery (301) this hospital in FY19 Org Mental Hlth Disturb (279) 48% Heart Failure (244) 9% COPD (232) 11% Other Pneumonia (204) 11% Septicemia & Infections (179) 5% Maj Depressive Disorders (144) Adjust Dis/Neuroses exc DD (133) Knee Joint Replacement (126)

mal Neonate Birth (339) 5% of regional discharges were treated at Gardner MA (1,416) 52% of community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?

--- Hospital (4,694) = 6% of total regional discharges

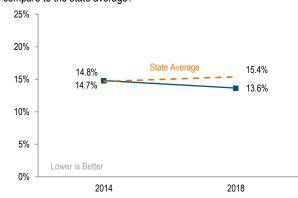
20%

40%

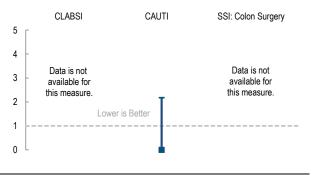
60%

80%

100%



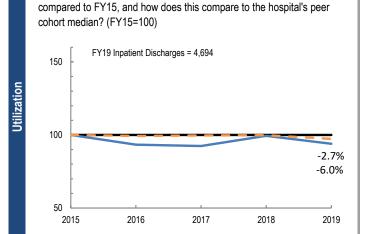
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



# 2019 HOSPITAL PROFILE: HEYWOOD HOSPITAL

## Cohort: Community-High Public Payer Hospital

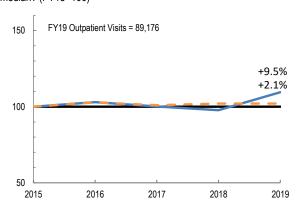




What was the hospital's net inpatient service revenue per case mix

How has the volume of the hospital's inpatient discharges changed

How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



adjusted discharge between FY15 and FY19, and how does this compare to the hospital's peer cohort median?

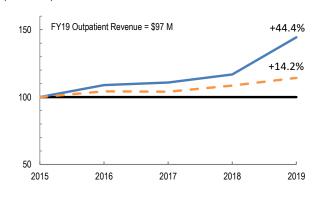
\$24,000
\$20,000
\$12,000
\$12,000
Hospital

2015

\$4,000

**Financial Performance** 

How has the hospital's net outpatient revenue changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



How have the hospital's total revenue and costs changed between FY15 and FY19?

2017

2018

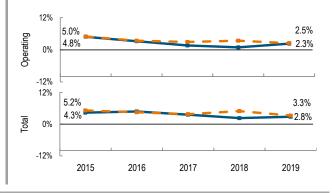
2019

2016

#### Revenue, Cost, & Profit/Loss (in millions)

FY	2015	2016	2017	2018	2019
Operating Revenue	\$ 106.3	\$ 110.7	\$ 114.8	\$ 123.7	\$ 142.3
Non-Operating Revenue	\$ (0.5)	\$ 1.8	\$ 2.3	\$ 1.8	\$ 0.7
Total Revenue	\$ 105.8	\$ 112.6	\$ 117.2	\$ 125.4	\$ 143.0
Total Costs	\$ 101.2	\$ 107.2	\$ 113.0	\$ 122.5	\$ 139.0
Total Profit (Loss)	\$ 4.6	\$ 5.4	\$ 4.2	\$ 2.9	\$ 4.0

What were the hospital's total margin and operating margins between FY15 and FY19, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

θ For more information on Community Hospital Reinvestment Trust Fund (CHRTF) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

<sup>\*</sup> High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.